

Telekom Malaysia, Malaysia

Complaints & Faults Improvement Project

Telekom Malaysia (TM) is the premiere Broadband Services provider in the country with 1.2 million registered customers (September 2007). To support plans for its broadband revolution in 2008 and provide high-speed broadband service to the nation within the next 3 years, the company needed to ensure its core fundamental processes were sound and efficient so that both customers' and business plan expectations were met.

"I am pleased with the results that Renoir's methodologies have delivered for two reasons; improvements achieved in processes and work practices, and enabling us to become a learning organisation and set a platform for continuous improvement.

Dato' Zamzamzairani Md Isa
Chief Executive Officer

Key Results

1st Call to Raise Trouble
reduced from 70 hours to 3
hours

Calls Dropped at Call Centre
reduced from 29% to 18%

Open iComs Cases reduced
from 25,000 to 11,000

Outstanding Rebate Cases
reduced from 8,000 to 1,000

BB Complaints aged over 4
days reduced from 30% to
5%

ANALYSIS

RCL Implementation Services Sdn. Bhd. (a Renoir Group company) conducted a survey in December 2006 to understand what was happening at the point of execution and identify improvement opportunities in the end-to-end TM broadband service.

The survey concluded that:

- Gaps were present between what was expected and what was happening
- Complaints answered failed to meet minimum standards
- Response times to complaints were too long
- Many complaints were repeated because problems were not fixed the first time.

To ensure that the opportunities were realised, an improvement project was agreed between Renoir and TM. The objective of the program was to reduce the number of complaints per customer, number of faults and fault restoration time.

PROJECT APPROACH

In January 2007, the 30-week project named "First-class Broadband Initiative (FBI)" was launched.

The initial analysis revealed that the root causes of the issues resided in both customer service and network areas. To effectively address and reduce gaps in the end-to-end broadband service, the project was partitioned into 2 work streams, namely Customer Support and Network Operations.

A 10-man taskforce was selected from across TM to help drive the initiative. These change agents were deployed across the 2 work streams and with knowledge gained from working under the tutelage of Renoir, were expected to continue the program and ensure the sustainability of improvements implemented.

Work Stream 1

Work stream 1, Customer Support's core focus was improvements in sales, management of the broadband call centre and overall complaint management.

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A revised installation CD was put in the market to assist customers who opted for self-installation to reduce the number of complaints related to installation and usage of the service. In the call centre, faster fault diagnosis and rectification time was achieved with a revised call handling process and the introduction of a "Broadband Management System". Complaint management was also decentralised to ensure customer issues were managed by the local customer service groups who were in a better position to 'influence' the corresponding restoration teams.

Work Stream 2

Work stream 2, Network Operations concentrated efforts on installing revised work practices for network teams across the country. These practices were aimed at improving the reporting and review structure which in turn will improve the restoration and rehabilitation performance.

A pilot region was selected where studies and trials were conducted to develop the best practical and workable practices. Nationwide roll-out commenced in August and the initiative was well-received by the people in the states.

Direct improvements were noted and where states have adapted the new working practices, performance greatly improved. In the pilot area Kepong, the numbers of trouble reports were reduced by approximately 30% in a six-month period.

PROJECT RESULTS

Due to the many successes of the program, TM's management decided to further utilise Renoir's expertise and initiate another work stream named "BB Savvy". The concern was that while there were many initiatives looking at systems and processes, none were addressing TM workforce's knowledge or lack of it pertaining to Broadband service. Understanding that different groups of staff required different sets of skills, a comprehensive program was tailored and launched.

Not only was knowledge based training deployed, the program also included awareness campaigns; posters were put up in all of TM's operation sites and reminder cards that detailed 'what they need to do, what they need to know and what they need to say', were issued to all staff. Consistently full training attendance was a reflection that the program received tremendous response and that the staff saw that this was the final piece that would prepare them for their broadband future.

THE RENOIR GROUP

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